

REPORT NO: 13 73
DATE: 10/11/2013
ANALYST: Michael Hebner

CLASSIFICATION REPORT

PROPOSED TITLE: Director Strategic Employment (Appointed)

CURRENT TITLE: Director Employment Services/Diversity and Workforce Strategies

INCUMBENT: Vacant

REASON FOR REQUEST: Request to review proposed new appointed position to set level

DATE QUESTIONNAIRE SUBMITTED: 10/9/2013

DATE OF PREVIOUS STUDY: N/A

DISPOSITION OF PREVIOUS STUDY: N/A

PERSONS INTERVIEWED: Patience Ferguson, Director Human Resources

RECOMMENDATION: Establish the position as Director Strategic Employment (Appointed, 640 Points, Grade 14)

This is a request to re-title and re-focus the existing Director Employment Services/Diversity and Workforce Strategies position which is vacant. The proposed position will be responsible for directing the talent and organization development programs and services for the City of Minneapolis. It will oversee a team that effectively designs, develops, implements and evaluates programs, and tools solutions for increasing individual and business unit performance across the enterprise. The position will be responsible for oversight of learning and development, performance management, employee engagement, succession planning, assessments and other tools necessary to strengthen a performance base culture that aligns with the strategic goals of the organization.

The duties and responsibilities proposed for the position are listed below:

Strategic Planning: In partnership with the Director of Human Resources, City and HR leadership:

- Participate in setting HR strategic direction and operational plans
- Analyze, assist and advise on the organizational strategic employment management plan

- Drive a comprehensive people management agenda
- Create a performance-based culture

Strategic Employment

- Develop and implement a city-wide strategic employment strategy and services that support effective Human Resource service delivery; identify and reinforce the core competencies required for excellent performance for job groups and positions across the City; establish succession planning strategies for identifying, developing, and promoting high-potential and high-performing staff.

Recruitment, Retention and Onboarding:

- Develop and lead an organization-wide strategy for recruiting and onboarding a high quality and diverse workforce; cultivate interdisciplinary relationships that enhance the City's reputation as an employer of choice across communities.
- Set standards and implement effective processes for staffing, hiring of new employees and promotion.
- Build a strong employment brand with internal and external audiences to enhance recruiting and sourcing of prospective applicants; and develop standards for and oversee the testing, staffing and selection processes to assure job relatedness and freedom from adverse impact with the authority to intervene in hiring decisions if they are inconsistent with Affirmative Action goals and internal policies and procedures.

Learning and Career Development:

- Assist in the planning, implementation and resource development for enterprise training; work with the Director of Human Resources and City Leadership on the design and delivery of effective learning and development programs including leadership development.
- Oversee the development and delivery of specialized development opportunities for current and prospective managers and supervisors.
- Assist in the development of standards, processes and systems to ensure that all learning and development programs are linked to and aligned with organizational competency models

Manage and direct the Strategic Employment division by performing the following responsibilities:

- Hire, develop and retain a highly competent staff that will assist in the delivery of strategic employment services delivered by this division.
- Manage the employees within the Strategic Employment Division.
- Conduct research and establish external networks to understand key employment trends in the public and private sector, education and other markets as they relate to forecasting and human capital management; use information to enhance team effectiveness and service delivery.

General HR Administration:

- Direct and execute other day-to-day operational HR functions including Job Bank and compliance with federal and state laws and regulations, City ordinances, Civil Service Rules and collective bargaining agreements.

The position will function at high level and supervise over twenty staff and several important Human Resource Department functions.

POSITION ANALYSIS

PREREQUISITE KNOWLEDGE

The position will require a Bachelor's Degree in Learning & Development, Human Resources Management, Organizational Psychology, Industrial Relations, Organizational Development or a closely related field. A Master's Degree in the above disciplines is highly desirable, as is certification from a talent management organization or a human resources management organization (PHR, SPHR, etc.). Eight years of progressive experience in human resource development and related HR experience, which must include at least four years of experience in performance management, employee engagement, career/mobility/development, succession planning, talent review, leadership and professional development, learning solutions management, individual/team/leadership assessment services concepts or an equivalent. The job will require considerable knowledge and experience in organization development and individual development.

A rating of **75 points** will be assigned. Jobs at this level require six to ten years of progressive experience which includes management and broad based experience related to the needs in the position.

DECISIONS AND ACTIONS

In collaboration with the other Human Resources Directors, the Director Strategic Employment will assess and analyze current business needs and align Human Resource organization structure, practices services, determine resource allocation (human and financial) services and solutions to meet Human Resources -related enterprise needs to increase performance effectiveness and capacity in the following areas. Work with the Director of Human Resources to design and develop a strategic employment strategy and implement initiatives that support the strategy. It will track enterprise workforce trends and key workforce issues. The job will make recommendations on how to respond to trends and issues including modifications in HR service delivery/and resource allocation. It will be responsible for the design, development, and implementation of a Leadership Development approach that increases the retention of the City's best employees. It will develop RFPs to identify and select outside vendor to provide specific services or to retain outside expertise that will enhance the strategic employment function and service delivery system.

As the leader and manager of the Strategic Employment Division the position will be responsible for identifying talent needs and developing ways to meet those needs. It will direct and advise

HR Generalists and other staff on effective strategic employment strategies and processes. It will work with the HR Generalists to develop strategies and actions that will reduce or eliminate “capacity and capability” gaps that have been identified in customer department’s workforces including “key talent segments” that are critical to meeting business objectives. It will advise City Leaders on effective strategic employment strategies and processes. It will determine, create, and implement processes that will enhance the hiring manager’s ability to assess talent. The job will determine, create and implement strategies and work processes that support the vision of making the City of Minneapolis and employer of choice. It will seek, identify, and decide how to link strategic employment processes with other key HR processes including leadership development. As a supervisor it will have responsibility to complete performance appraisals for assigned staff. The position will be responsible for managing contracts and vendors who may be retained to support the development and delivery of strategic employment services. It will be responsible for tracking the impact of strategic employment activities and determining the need for adapting or modifying the strategic employment processes/ model based on organizational needs and external trends.

A rating of **70 points** will be applied. Jobs at this level make decisions and take action on some of the more complex and unusual problems that arise and develop solutions to complex problems involving advanced principles and techniques and considerable original thinking. Work is of considerable variety and complexity, usually involving all phases of a major function. Matters dealt with are broad in scope with complex and unusual problems. Work is done under general supervision in accordance with broadly stated policies or principles. Most work is of an advanced nature and calls for the exercise of independent judgment. Jobs at this level may manage mid-sized departments or a branch or sub-function of a large or major department with significant impact on the efficiency of City Government.

SUPERVISORY RESPONSIBILITY

The job will supervise two Human Resource Principal Consultant positions, one Workforce Planning /Training & Development and one over Performance Management, it will supervise eight HR Generalist positions have management authority over a total of 27 staff. A rating of **25 points** is appropriate and will be applied.

RELATIONSHIPS RESPONSIBILITY

The position will work closely with the Director, Human Resources and regarding strategic information, and work to integrate strategic employment, succession planning, performance management and other service delivery systems and initiatives. The position will interact frequently with Human Resources Division Directors to exchange information, work collaboratively to ensure services are delivered as identified in Departmental management plans. It will interact with other Human Resources staff, including the HR Generalists to discuss work assignments, resolve HR related issues, share and exchange information, partner to develop and complete strategic employment plans in customer departments.to exchange information, and to work collaboratively to ensure HR services are delivered as identified in departmental strategic employment plans. The position will be in contact the Human Resources Technology System staff regarding building or modifying queries to get information from the HRIS system, and

about leveraging the HRIS upgrade to improve management reporting capabilities of HRIS or other technological solutions.

Outside the Human Resources Department the position will work with Department Heads and their direct reports to exchange information, and interact regarding consultation; initiation and coordination of strategic employment related human resources services to the departments, divisions or large business units. There will be contact with Department staff from the manager and supervisor level regarding talent management and other HR related issues including facilitation of discussion, receiving, and giving feedback about Human Resources issues. The position will work with the City Coordinators Office to coordinate work activities with other enterprise efforts (e.g. Business Planning, Results Minneapolis, Budget). The position will have contact with the Finance and Property Services Department to provide and request information, and to coordinate work activities with other enterprise efforts, (e.g. budget). The job will entail contact with the Information Technology Department to provide information, request information and services, coordinate work activities with other enterprise efforts (e.g. Business Planning, Technology upgrades, etc.) The position will work with Union Representatives on employment issues related to work under its authority including answering questions they may have.

The position will work with vendors when they required to discuss scope of project, and once project are underway to evaluate work production and manage vendor performance.

A rating of **70 points** will be applied. Positions at this are called on to deal with sensitive and important matters on a frequent basis. Communications at this level are of considerable importance, and this level often speaks on behalf of the City on matters relating to a function or department operations. Jobs at this level require considerable tact and diplomacy. Issues dealt with are of broad or City-wide impact and where achieving objectives may require considerable persuasion, where cooperation is essential, and issues can be controversial. Internally contacts will be with other divisions and departments through all levels, but typically through higher levels such as Directors, Deputy Directors and highly placed managers. At this level the job typically represents the division or department before the City Council, and other important bodies. At this level the job is in a high-level leadership position in terms of communication for the area(s) that the job represents. This level requires highly developed communications skills and very strong interpersonal skills. Very frequently necessary to exercise relationship skills.

WORKING CONDITIONS

The position will work in normal indoor office facility with exposure to normal office equipment. A rating **20 points** is appropriate and will be applied.

EFFORT

The effort in this position is primarily mental effort in managing a significant Human Resource function that has City-wide impact. Leading, developing and managing this function will be entail meeting deadlines established by the Human Resources Director and by agreed to deadlines with customer departments. The incumbent will be managing the delivery of services

that are (or can be) highly technical, analytical, and complex. The employee will be expected to lead significant projects and initiatives in the City. They will be responsible for planning and organizing work functions and are under pressure to deal with problems that arise with the employees reporting to them. There are deadline pressures based on talent management cycles, City Council cycles, and a need to provide attention to detail in contracting, negotiating, reviewing workforce information, and creating reports. Physical activities of the job will include frequent meetings and interaction with City staff from various levels. The job will entail work time on the computer keyboard preparing reports and other documentation and using other office equipment.

A rating of **65 points** will be assigned. At this level the job is a manager with wide ranging responsibilities that require considerable mental effort. These jobs are responsible for planning, organizing and managing larger more complex areas, dealing with setting priorities, and ensuring compliance with goals and objectives. There is pressure to meet expectations and pressures driven by budget, project related deadlines, responsiveness to elected officials, and other constituencies, and in making recommendations to higher level managers and officials.

According to the Director , Human Resources the proposed position meets the criteria for appointed positions under the Minneapolis Code of Ordinance, Section 20.1010 as follows:

1. The person occupying the position must report to head of the designated City Department or the Designated City Department Head's Deputy.

The position will report to the Director Human Resources, the Department Head.

2. The person occupying the position must be part of the designated Department Head's management team

The position will be a member of the Human Resources Management Team

3. The duties of the position must involve significant discretion and substantial involvement in the development, interpretation, or implementation of City or department policy.

The position will be involved in strategy and policy development for workforce planning, talent management, succession planning and other important organizational activities.

4. The duties of the position must not primarily require technical expertise where continuity in the position would be significant.

Strategic Thinking and Leadership are important in the position, as well as a level of qualifications to make decisions about important Human Resource Functions in the City.

5. There is need for the person occupying the position to accountable to, loyal to, and compatible with the Mayor, City Council, and the Department Head.

The person occupying the position will need to be loyal and compatible with the Director Human Resources, who in turn needs to be compatible with and loyal to elected officials.

RECOMMENDATION:

Establish the position as Director Strategic Employment (Appointed, 640 Points. Grade 14)

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
HR Senior Consultant	55	50	5	65	20	60	463	10
HR Principal Consultant	60	55	10	65	20	60	523	11
Director Employment Services/Diversity and Workforce Strategies (obsolete)	70	70	30	70	20	65	630	14
PROPOSED CLASSIFICATION								
Director Strategic Employment	75	70	25	70	20	65	640	14

1. Prerequisite Knowledge
2. Decisions and Actions
3. Supervisory Responsibility
4. Relationship Responsibility
5. Working Conditions
6. Effort \